

## **Nomination Contents**

<b>NOMINEE:</b> .....	1
<b>NOMINATOR:</b> .....	2
<b>Suppl. 1: VISN1 Knowledge Information Service (KIS), consolidated library service</b> .....	3
KIS Mission Statement .....	3
KIS Vision.....	3
VHA Mission Statement.....	3
VHA Vision .....	3
<b>Suppl. 2: VISN1 Network Director's Endorsement</b> .....	4
<b>Selection Criteria 1: Creativity/Innovation for FY2015</b> .....	6
Supervisory Librarian.....	6
eResources Coordinator (ERC)/ Contracting Officer Representative (COR).....	6
Library Technician .....	6
<b>Selection Criteria 2: Mission Support FY2015</b> .....	7
Clinical Rounding .....	7
Committee Participation .....	7
Systematic Reviews .....	7
Teaching Residents.....	7
<b>Selection Criteria 3: Customer Satisfaction for FY2015</b> .....	8
<b>Suppl. 3: Total Value of VISN1 Knowledge Information Service for FY2015</b> .....	9
Valuation Explained.....	10



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

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## FEDLINK Library/Information Center of the Year Award

**INSTRUCTIONS:** Please save a copy of this Nomination Form, complete the form in Word, print a copy and get signatures on (current) page 2\*, and email or fax a copy with the Selection Criteria Statements and Supporting Materials to [fliccfpe@loc.gov](mailto:fliccfpe@loc.gov) or 202-707-4828. All Nominations must be faxed or emailed no later than Friday, January 8, 2016. If you do not receive confirmation within one week, please contact Lizzie Daniels by phone at 202-707-4813. *\*(Completed form will probably be longer than 2 pages.)*

Use the exemplars at [http://www.loc.gov/flicc/Awards/previous\\_year\\_exemplars.html](http://www.loc.gov/flicc/Awards/previous_year_exemplars.html) as a guide in completing the application packet and writing the Selection Criteria Statements.

Please complete the boxes below. They will expand as you type.

### **NOMINEE:**

Library/Information Center Name: **VISN1 Knowledge Information Service (KIS)**

Name of Director/Head: **Jona Bostwick**

Agency: **Department of Veteran Affairs**

Library/Information Center Address: **200 Springs Road**

City: **Bedford** State: **MA** Zip: **01730**

Phone: **(603) 624-4366 x5890**

Fax: **(781) 687-2271**

Email: **[joan.bostwick@va.gov](mailto:joan.bostwick@va.gov)**

Number and type of Users/Patrons: **Users: 14,000 healthcare workers/1.3 million Veterans**

Number of Staff (federal and contracted): **8.5**

Total Annual Budget from all sources, including salaries, acquisitions and other operating expenditures: **\$1,979,241.50**

Additional Comments or Explanations: **The VA New England health care has trained or employed nearly 70% of all health care providers and specialists in New England.**

**Academic Affiliates: Boston University School of Medicine, Brown Medical School, Dartmouth Medical School, Harvard Medical School, Tufts University School of Medicine, University of Connecticut School of Medicine, University Massachusetts School of Medicine, University of New England School of Osteopathic Medicine, University of Vermont School of Medicine, Yale University School of Medicine**



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

**NOMINATOR:**

Name: Jona Bostwick  
Title: VISN1 Supervisory Librarian  
Organization: Veteran Affairs, Integrated Service Network 1  
Preferred Address: 718 Smyth Road (BS112)  
City: Manchester State: NH Zip: 03104  
Phone: (603) 624-4366 x5890  
Fax: (781) 687-2571  
Email: joan.bostwick@va.gov  
Relationship to Nominee: Service Supervisor

**Nomination Statement (Mandatory):** I believe the nominee should be Federal Library & Information Center of the Year for Fiscal Year 2015 because (50 words or less) our model delivers information as a consolidated service in VISN 1. In my 40 years as a librarian this is my best staff. Our teamwork and diversity creates the best outcomes. Cross training allows us flexibility. We have fluidity, moving forward with a perspective of the whole.

Signature: Jona Bostwick  
Date: 1/7/2016

**MANAGEMENT APPROVAL** (Organization above the Library/Information Center):

Name: John Anselmi  
Title: VISN1 Designated Learning Officer (DLO)  
Organization: Veteran Affairs, Integrated Service Network 1

Statement of approval: I approve this nomination for Library/Information Center for Fiscal Year 2015.  
Comment: I am pleased to endorse this nomination. VISN1 Knowledge Information Service consistently exceeds our clinical, research and managerial staffs' expectations. KIS exemplifies everything that a federal library should be. The innovative, forward-thinking staff is dedicated to supporting VA's mission wherever possible.

Signature: John Anselmi  
Date: 1/7/2016



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

**Suppl. 1: VISN1 Knowledge Information Service (KIS), consolidated library service**

VISN1 (Veterans Integrated Service Network) Knowledge Information Services (KIS) is a consolidated library service, serving eight Medical Centers in six New England states with 46 Community Based Outpatient Clinics (CBOCs). Our librarians are based in Connecticut, Maine, Massachusetts, Rhode Island and Vermont (Bedford, Manchester, Central Western Massachusetts have no onsite librarian).

**KIS Mission Statement**

(inspired by the Department of Veterans Affairs, Veterans Health Administration's (VHA) Mission Statement)

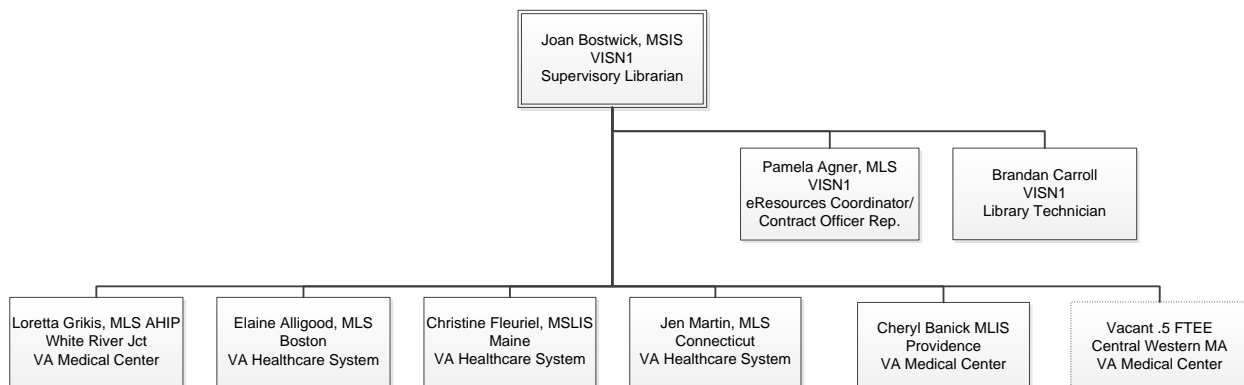
VISN1 Knowledge Information Service (KIS) supports the VHA mission to provide exemplary healthcare to veterans. VISN1 KIS provides anticipatory knowledge services to the VA healthcare teams, support staff, and to patients and their family/caregivers to make informed healthcare decisions.

**KIS Vision**

(inspired by the Department of Veterans Affairs, Veterans Health Administration's (VHA) Vision)

VISN1 Knowledge Information Service will continue to be the benchmark of information & knowledge excellence in healthcare by providing exemplary services that are patient-centered and evidence-based. These services will be delivered by an engaged, collaborative team in an integrated environment supporting knowledge transfer, knowledge management, learning, research discovery and continuous improvement.

Total 8.5 FTE for FY2015



**VHA Mission Statement**

Honor America's veterans by providing exceptional health care that improves their health and well-being.

**VHA Vision**

VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient-centered and evidence-based. This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement. It will emphasize prevention and population health and contribute to the Nation's well-being through education, research and service in national emergencies.



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

January 7, 2016

Suppl. 2: VISN1 Network Director's Endorsement



**VA**  
HEALTH  
CARE

Defining  
**EXCELLENCE**  
in the 21st Century

**VA New England Healthcare System**  
Network Office, Building 61  
200 Springs Road

**Subject:** Endorsement Letter for VISN1 Knowledge Information Service for FY2015 FEDLINK Small Federal Library of the Year

Dear FEDLINK Award Selection Committee,

I want to express my enthusiastic and whole-hearted support of the VISN1 (Veterans Integrated Service Network) Knowledge Information Service (KIS) nomination for the FEDLINK Federal Small Federal Library of the Year Award for FY2015.

This is a wonderful example of the benefit of medical centers in a VISN working together. The services provided are greater than any individual medical center could come up with...and the cost is lower!

KIS staff spread across the six New England states are remarkable! Their efforts have:

- Minimized aggregate costs—saving over \$685,000— and expanded access to library eResources across VISN1
- Offered eJournals, eBooks, and eDatabases with offsite access on any device
- Freed-up medical librarians from time-consuming responsibilities by consolidating VISN1 library resource purchasing and positions so they can work directly with clinicians, trainees, researchers, & management

In FY2015, I saw an impressive example of the direct impact that clinical librarians can play during a site visit to VA Connecticut. The clinical librarian there regularly rounds with attending physicians and Yale residents answering clinical queries on the spot as questions arise. Our librarians in Maine and Vermont also round with their physicians and residents providing clinical librarianship services on the spot using their iPads to research patient care questions. In another example, our Boston librarian went above and beyond when she provided medical database training to late night healthcare staff.

Additionally in FY2015 KIS staff:

- Formed a Usage Statistics Work Team to evaluate the current process of gathering, analyzing and reporting library electronic usage statistics
- Participated as a key stakeholder in the VISN1 Culture of Improvement Summit and demonstrated their commitment by maintaining their "Gold" status as an Engaged Work Team
- Supported VISN1 senior management's work on the VACO corporate redesign project with extensive literature searches on large organization corporate redesign projects
- Contributed to the organization's commitment to performance excellence by conducting extensive knowledge research on how other organizations (including Baldrige award healthcare winners) disseminate their corporate values to their employees



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

- Hosted Information Resource Fairs at six of our eleven sites across New England for over 300 healthcare staff providing opportunities to meet library staffs, interact with eResources vendors, ask questions and view live demos of our extensive library resources

KIS directly supports and positively impacts Veterans care, clinical research, and training VISN-wide. KIS demonstrates a successful 21<sup>st</sup> century library model delivering information at the point of need—at the point of care.

In summary, we have a proven library model that should serve as an example for other medical libraries to emulate.

Respectfully,

A handwritten signature in dark ink, reading "Michael Mayo-Smith". The signature is fluid and cursive, with a prominent flourish at the end.

Michael Mayo-Smith, MD, MPH

VISN 1 Network Director



## FY2015 FEDLINK Small Library of the Year Nomination VA VISN1 Knowledge Information Service

### **Selection Criteria 1: Creativity/Innovation for FY2015**

Uniquely, KIS's consolidated model supports the designation of three FTE who help support KIS with our mission and vision: a Supervisory Librarian, an eResources Coordinator (ERC)/ Contracting Officer Representative (COR) and a Library Technician. VISN1 KIS' innovative structure and staffing allow our medical/clinical librarians to delve deeper into the challenging, ever-changing needs of clinical staff.

#### **Supervisory Librarian**

Leading change is a major focus of the Supervisory Librarian's responsibilities. She envisioned the creation of the VISN1 KIS consolidated service model and the online Knowledge Library and worked with many stakeholders to realize this vision. The Supervisory Librarian managed all 8.5 FTE across the VISN and worked directly with HR, supervised staff, wrote performance appraisals, and requested, tracked and submitted the FY16 budget. While the Supervisory Librarian occasionally provided reference/ search services in her immediate area to include service-line training at the Manchester VA in FY15, her efforts were focused on strategic and long range planning. She was an advocate for innovation, offering guidance and supported her staff in four improvement efforts in FY15. In addition, she is also advocated for mentoring and staff development with cross-training effort for staff coverage and saw that 90% of her staff had been trained as VA coach-mentors. Her oversight of KIS activities and staff lead to improve internal processes, enhance patron services and greatly impact the quality and awareness of the service.

#### **eResources Coordinator (ERC)/ Contracting Officer Representative (COR)**

Creating the ERC/COR position enabled us to centralize our purchasing of eResources. These are resources that we purchase for VISN1 to supplement the electronic resources that the VA's Library Network Office provides to all healthcare facilities nationwide. The ERC/COR manages our new procurements, as well as renewals of our existing resources. In FY15, the ERC/COR managed 13 eResource contracts - including a 148 title eJournal order. This work included: obtaining pricing, researching and reading literature reviews on resources, requesting demos, submitting purchase requests and procurement packages and working with Logistics/Contracting throughout the process. The ERC/COR obtained recertification as a COR in FY15 after completing 40 hours of CE classes, and was able to support other VA Librarians in the national network who had questions about the functions of a COR and/or the contracting process. In addition to Contracting/COR responsibilities, the ERC/COR serves as lead for the collection development team. In this role, the ERC hosted meetings for the annual review of FY15 eResource purchases. Finally, the ERC/COR developed 12 public relations (PR) items, submitting them to all VISN Public Affairs Officers for publication on Intranets and in eNewsletters.

#### **Library Technician**

The Library Technician supports the service's technical requirements for a centralized online library, the Knowledge Library in addition to serving as the Document Delivery Technician for FY15 placing over 1500 Interlibrary Loan requests. In FY15, the Library Technician switched the library's offsite Access Management System to EZproxy's hosted service after technical issues complicated access to library resources from VA remote access systems. Working with the VISN1 Webmaster, the Library Technician collaborated on an Account Management/Request system using SharePoint 2007 and InfoPath 2010 successfully migrating 27% of users by launch and a total of 727 users by end of FY15. Additionally, the Librarian Technician upgraded the Knowledge Library to the LibGuides 2.0 platform allowing for greater functionality, customization and enhanced usability. This project required an overhaul of the Knowledge Library— custom CSS (header/footer, navigation, and color schemes), branding, proxy integration into custom link lists, standardization of custom link text, and nine custom eDatabase marketing slides.

All aforementioned positions free up time for the KIS librarians so that they can address their patrons' clinical questions and search requests. Federal librarians spend much of their time on web maintenance, document requests, purchasing/contracting issues and administrative duties-resulting in less time for clinical questions, committee participation, larger VA projects, teaching and other outreach activities.

## Selection Criteria 2: Mission Support FY2015

### Clinical Rounding

Three of our librarians provide clinical librarian rounding services at their respective facilities. Maine Librarian on Clinical Rounding service “I attend rounds three times per week; rounds generally last one and a half to two hours each day. We start rounds in Special Care Unit (SCU) - I go into rooms with the attending physician, medical students and pharmacy resident/student. I attend rounds approximately one hundred forty times during the year, for a total of **two hundred eighty hours**. During rounds I use my iPad to take notes on questions that arise. I do the literature search when I return to my office, or I teach the students, and sometimes the attending, about a database that may help answer a question or provide more complete information. Attending rounds takes me out of my office and makes me more visible to healthcare staff. My visibility prompts questions the staff may have and provides additional opportunities for education.”

### Committee Participation

Collectively, the VISN1 librarians participate in over **30 hospital committees, including My HealtheVet, Academic Health Education Committee, Nursing Evidence-based Practice, Falls Prevention Team, and Workforce Education Subcommittee**. The librarians provide bibliographic/reference support on clinical issues that committees discuss. From the librarian in Connecticut, “the Nursing Evidence-based Practice Committee asked me to conduct a search on bedside reporting. The nurses were doing shift reports in the hallway, at the nurses’ desk, or at the patient’s door. They were hoping to increase patient satisfaction scores by participating in bedside reporting. The nurses were interested in how to implement bedside reporting, problems that might arise, and patient opinions. After I gave them the search results, they implemented bedside reporting on a couple of floors.”

### Systematic Reviews

The librarian in Boston **participated this year in extensive literature searches to update the Service Line Management (SLM) systematic review**, which was originally done in 1992. “SLM was developed to insure better coordination of services and care at the VA when VA changed to an ambulatory care model. I performed literature searches that covered the period from 1994-2015 in biomedical, healthcare management, and business databases to help the VA’s Center for Healthcare Organization and Implementation Research (CHOIR) assess the effectiveness of SLM since its institution in 1992. CHOIR’s evidence-based report allows for improvement of the model to inform VA service lines on how we do what we do, providing quality services to veterans saving money, improving care and innovating.”

### Teaching Residents

The librarian at White River Junction, Vermont contributes to Nursing Education’s Nursing Resident Program. The program involves 1 or 2 workshops/in-depth training sessions that each last several hours. The librarian works with nurses on their long-term evidence-based projects, also providing ongoing support for the duration of the nurses’ residencies. “I show them how to locate the best information using the library’s databases, and also help them put everything together to create their posters and presentations. In FY15, one participant in the Nurse Resident Program submitted her project entitled “Goods to Go”, to the VISN Quality Improvement (QI) Summit and won an award. This **project saved the White River Junction time– by greatly expedited the discharge process, an estimated \$2200 in services, and additional cost savings in excess goods**. Nurses now complete an online form and some of the supply process ahead of time, so that upon discharge, patients are sent home with the necessary supplies. “





FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

### Selection Criteria 3: Customer Satisfaction for FY2015

Being customer-focused, we incorporate user suggestions and comments into our Knowledge Library design. User feedback also plays a role in our collection development.

As part of our customer focus, our librarians offer ongoing training. They use library marketing and outreach efforts help keep them in touch with their patrons. Having the ability to go where our customers are enables us to understand the types of information patrons need, as well as how they use information. The desired outcome, customer satisfaction with our service, is reflected in our FY15 customer survey results.

We sent our Library User Feedback Survey to over 1,000 users to gauge their satisfaction with our services (Knowledge Library, reference, document delivery, offsite access and continuing medical education (CME)). We received a 38.46% response rate— results were extremely positive.

#### Weighted average of survey respondent's satisfaction (5 is extremely satisfied)

Knowledge Library	Reference Service	Document Delivery	Offsite Access	CME
<b>4.34</b>	<b>4.68</b>	<b>4.65</b>	<b>4.29</b>	<b>4.49</b>

Customers had the option to provide impact statements regarding our library services. The following comments provide insight into how we make a difference:

- As Patient Safety Manager, I facilitate groups to perform root cause analyses (RCAs). These RCA processes rely heavily on up-to-date information on best practices, treatments, etc. I can say without hesitation that our librarian indirectly saved multiple lives by providing the best information to properly intervene and establish actions to prevent further harm to Veterans. I would not be able to estimate the dollar value of her assistance. She is amazing and an asset to this facility as well as our Veterans.
- The Knowledge Library is crucial to my research. I frequently need articles at a moment's notice. I am so impressed with the range of full text articles that **I have stopped using library access from my university affiliate. Knowledge Library access is much better!** Please don't change it; it is a great resource to all. When an article is \*not\* available full text online and I submit a request, it arrives in a few days. This is fantastic! When I had to contact a librarian, there was someone who was knowledgeable, pleasant, and helped right away.
- You saved me hours of time each time I used the service. The ratio is approximately 3:1; working independently, I would need 3 hours of my time compared to only 1 hour of my time when I have your assistance. I estimate in the past year, I accessed your services using 60 hours of my time. **You saved me 180 hours of work time.** I hope this quantification helps. Thank you for all you have done to facilitate my work. I cannot think of any ways you could improve.
- The fast turnaround (ILL requests in 1 day or less) allows me to **produce research manuscripts at least 50% faster** than if ILL service were not available
- These wonderful services definitely saved money (estimate: \$1,000) and had a measurable impact on my ability to perform my job at the highest level, including obtaining essential diagnostic information on mental health disorders and information for conducting mental health research and preparing a conference presentation for a national audience
- The Knowledge Library is a highly valuable resource that helped with a literature review for VHA Mental Health Services. I found the library easy to navigate; the variety of databases was very helpful because my topic was one for which there is still little information published. Thank you!
- Services provided by the library had a positive and direct effect on VISN 1 Strategic Initiative: Developing our Supervisors
- \$1,000/year for journals I don't have to subscribe to. \$1,000/year for CME courses I don't have to take. For writing grant applications, priceless.



FY2015 FEDLINK Small Library of the Year Nomination  
VA VISN1 Knowledge Information Service

**Suppl. 3: Total Value of VISN1 Knowledge Information Service for FY2015**

**Library eResource Usage**

<b>14.14%</b> eDatabases Searched *	<b>↑ 34.95%</b> Journal Articles Downloaded *	<b>↑ 112.66%</b> eBooks Access/Books Used
275,133 (FY15) vs. 241,055 (FY14)	197,203 (FY15) vs. 146,134 (FY14)	3,226 (FY15) vs. 1,517 (FY14)

**Knowledge Library Usage**

<b>↑ 55.32%</b> Sessions	<b>↑ 39.66%</b> Total Users	<b>↑ 26.21%</b> Page Views
67,126 (FY15) vs. 43,219 (FY14)	16,643 (FY15) vs. 12,208 (FY14)	133,126 (FY15) vs. 105,482 (FY14)

Library eResources	Number of Uses (FY15)	User time saved (per/10min.)	Retail Cost of Resource	Value of Resource	Value of Time Savings
eBooks access/books used	3,226	538	\$ 125.00	\$ 403,250.00	\$ 26,321.08
Tracked, eJournal articles downloaded *	197,203	32,874	\$ 35.00	\$ 6,902,105.00	\$ 1,608,988.14
Tracked, eDatabases searched *	275,133	45,865	\$ 45.00	\$ 2,063,910.20	\$ 2,244,822.51
<b>sub-Total</b>			<b>\$9,369,265.20</b>	<b>\$ 3,880,131.73</b>	

Library Services	Number of Uses (FY15)	Retail Cost of Service	Value of Service
Knowledge Library sessions	67,126	\$ 2.53	\$ 169,828.78
Mediated searches	3,004	\$ 75.00	\$ 675,900.00
Training contact hours	260,117	\$ 30.00	\$ 3,901,755.00
Articles/books borrowed for/delivered to users	1,920	\$ 17.93	\$ 34,425.60
AVs borrowed for/delivered to users	4	\$ 150.00	\$ 600.00
<b>sub-Total</b>		<b>\$4,782,509.38</b>	

User's Average Hourly Salary	\$ 48.94
Library Staff's Average Hourly Salary	\$ 34.95

**Cost**

FY15 Library eResource Budget **	\$ 1,436,675.93
FY15 Library Systems & Staff Budget ***	\$ 1,202,196.42
Cost of Staff Hours Devoted to eResources ****	\$ 199,894.75

**Total \$2,838,767.10**

**Library eResource Analysis**

Retail Value	<b>\$ 13,249,396.93</b>	Return on Investment	<b>809.58 %</b>	Benefit for Every \$ Spent	<b>\$8.10</b>
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**Library Services Analysis**

Retail Value	<b>\$ 4,782,509.38</b>	Return on Investment	<b>397.81 %</b>	Benefit for Every \$ Spent	<b>\$ 3.98</b>
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<b>Total Retail Value</b>	<b>\$18,031,906.31</b>	<b>Total Return on Investment</b>	<b>683.32 %</b>	<b>Total \$ Benefit for Every \$ Spent</b>	<b>\$6.83</b>
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\* 41% of eJournals (VISN/National) subscribed to individually from publishers as well as packaged through aggregated databases; 69% of eDatabases subscribed (VISN/National)

\*\* eResource Budget includes VISN1 funding spent on tracked resources and VISN1 share (what VISN1 would spend if not provided) of LNO spent funding on tracked resources

\*\*\* Systems & Staff Budget includes VISN1 share (what we would spend if not provided) of LNO spent funding on library systems & VISN1 staffing budget

\*\*\*\* Staff hours = 5720 hours - VISN1's 1 FTE and LNO's 1.5 FTE spend researching, contracting, establishing and maintaining online resources



## FY2015 FEDLINK Small Library of the Year Nomination VA VISN1 Knowledge Information Service

### Valuation Explained

Definitions and the source of information in this document are drawn from:

NN/LM Cost Benefit and ROI Calculator (<https://nmlm.gov/mcr/evaluation/roi.html>)

NN/LM Cost Benefit and ROI Calculator for Databases (<https://nmlm.gov/mcr/evaluation/dbroi.html>)

NN/LM Valuing Library Services Calculator (<https://nmlm.gov/mcr/evaluation/calculator.html>) and the VISN1 KIS author's concepts.

### About cost/benefit analysis (CBA) and return on investment (ROI)

- Cost/Benefit (or actually, Benefit/Cost) is a ratio that shows the value of benefits realized for each dollar spent. It is calculated by dividing the value of benefits realized by the total costs expended to get those benefits.
- ROI is a tool for determining the interest rate earned on an investment. ROI is calculated using the amount spent, the value of the benefits that are realized and applying a formula. The formula:  $((\text{Benefits} - \text{Costs})/\text{Costs}) \times 100$ . For the example  $((134-100)/100) \times 100 = 34\%$ , a percentage rate of return means that every dollar spent earned an annual return of 34%.

### Estimated / average values with explanation, data source & calculation

Resource / Service	Estimated Retail Cost	Cost Explained	Use Data Explained	Data Source	Value Calculations
eBooks accessed/ books used	\$125.00	Average cost of a print book purchased by an academic medical library in 2008	<b>eBooks accessed</b> or clicked on from the Serials Solutions E-Journal Portal through the online library's eJournal & eBook page.	360 Usage Statistics, Click-Through By Title and Database (Holdings)	usage x average price per book
Tracked, eJournal articles downloaded	\$35.00	Estimated cost to purchase a single article from an eJournal vendor	Vendors provide use statistics for <b>eJournal articles</b> (PDF/HTML format) that are clicked on and downloaded to a user's desktop.	COUNTER Journal Report 1 (JR1) for VISN1 purchased journal subscription (148 journals) and Full-Text Download Reports (7 platforms, 29 databases)	usage x vendor price per article
Tracked, eDatabases searched	\$45.00	Information broker's fee (per/hr.)	<b>eDatabase searched</b> is a search of a collection of links to published resources, organized by multiple fields and searched using Boolean logic.	COUNTER Database Report 1 (DB1), Database Search Reports (7 platforms, 34 databases) and Summon Visits & Searches Tracking	usage x [information broker fee x (10 minutes/60 minutes)]
Knowledge Library sessions	\$2.35	Library staff time (per/5 min)	<b>Knowledge Library sessions</b> equal the number of sessions generated by users accessing the online library	Google Analytics session reporting for the Knowledge Library	online library sessions x [library staff average hourly salary x (5 minutes/60 minutes)]
Mediated searches	\$150.00	Information broker's fee for a search (per/hr.)	<b>Mediated searches</b> equal database searches completed at the specific request of a user.	Library services reference request SharePoint library and VA Library Network Office annual reports.	usage x (information broker fee x average 1.5 hrs. per/search)
Training contact hours	\$30.00	Charge for continuing education (CE) computer class from a local college (per/hr.)	<b>Class hours taught</b> equal estimation of the number hours a librarian spent on online resource/service instruction (one-on-one and formal training).	VA Library Network Office annual reports.	[number of one-on-one training + (number of formal training x number of attendees)] x (cost per CE x 0.5)
Articles/books borrowed	\$17.93	The national maximum charge for items borrowed through DOCLINE is \$11 plus 63%	<b>Document delivery</b> includes items supplied by other libraries for primary and affiliated users Does not count items sent to other libraries.	Library services document delivery statistics and VA Library Network Office annual reports.	usage x [maximum charge per/article in DOCLINE + (maximum charge per/article in DOCLINE x 0.63)]
AVs borrowed	\$150.00	Estimated cost of one AV title	<b>AVs</b> are valued separately from other formats because AVs are often very expensive and more difficult to find.		usage x estimated cost of AV title